British Columbia
Recreational Vehicle Campground/Resort Study
Phase II
Highlights and Recommendations

ECONOMIC & REGIONAL DEVELOPMENT AGREEMENT

Canada

BC

ACKNOWLEDGEMENTS

This study was funded through the Canada-British Columbia Tourist Industry Development Subsidiary Agreement. The Agreement, which provides a variety of programs for tourism development, is cost-shared equally by the governments of Canada and British Columbia. All of the activities undertaken through this Agreement are approved by a Federal/Provincial Management Committee established for the administration of the Agreement.

The Canada-British Columbia Tourist Industry Development Subsidiary Agreement is one in a series of subsidiary agreements under the Economic and Regional Development Agreements (ERDA) signed in November 1984, between the governments of Canada and British Columbia.

The responsibility for the content of this report is the consultant's alone, and the conclusions reached herein do not necessarily reflect the opinions of those who assisted during the course of this investigation or the federal and provincial governments which funded the study.

Industry, Science and Technology Canada
Industrie, Sciences et Technologie Canada

British Columbia Ministry of Regional and Economic Development

British Columbia Ministry of Tourism

BRITISH COLUMBIA

RECREATIONAL VEHICLE CAMPGROUND/RESORT STUDY

PHASE II

HIGHLIGHTS AND RECOMMENDATIONS

prepared for:

B.C. MINISTRY OF TOURISM

funded by:

CANADA - BRITISH COLUMBIA SUBSIDIARY AGREEMENT ON TOURIST INDUSTRY DEVELOPMENT

prepared by:

THE ECONOMIC PLANNING GROUP of Canada

in association with:

MARKTREND MARKETING RESEARCH

NOVEMBER, 1989

91-01424/

Canadian Cataloguing in Publication Data

Economic Planning Group.
British Columbia recreational vehicle campground resort study. phase II

"Funded by Canada-British Columbia Tourist Industry Development Subsidiary Agreement."
On cover: Economic & Regional Development Agreement, Canada, BC.
ISBN 0-7726-1061-4

1. Camp sites, facilities, etc. - British Columbia. 2. Tourist trade - British Columbia. 3. Recreational vehicles - British Columbia. I. Marktrend Marketing Research Inc. II. British Columbia. Ministry of Regional and Economic Development. III. British Columbia. Ministry of Tourism. IV. Canada. Industry, Science and Technology Canada. V. Canada-British Columbia Tourist Industry Development Subsidiary Agreement. VI. Canada/BC Economic & Regional Development Agreement. VII. Title.

GV198.67.C3B76 1990 381'.4579679'09711 C90-092035-1

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I INTRODUCTION

A. BACKGROUND

The Recreational Vehicle campground sector of the province's tourism industry is large and diverse. Recreational Vehicle (RV) campgrounds are located in every region of the province from the suburbs of Vancouver to the far north.

These RV campgrounds exist in a variety of sizes ranging from only a few sites to several hundred sites. They also have a range of amenities from very basic and rustic facilities to campgrounds with pools, recreation buildings, stores, and programmed activities. The sites themselves may be unserviced or have sewer, power and water connections, and even telephone and cable T.V. connections.

Influencing the development of RV campgrounds are the designs and features being offered in today's recreational vehicles. The basic travel trailer or truck camper of the past is giving way to full size motorhomes, 5th wheel trailers and "park" models. These newer rigs are coming equipped with all the comforts of home including fullsize bedrooms, entertainment systems, microwave ovens, dishwashers and built-in vacuum systems.

To ensure that British Columbia is in a position to take advantage of the changes and growth that is occuring in the RV campground industry, the Province sponsored this project to assess the current status and future outlook of the RV campground industry. This study represents the first comprehensive review of the industry ever undertaken in the province.

This project was initiated and managed by the Ministry of Regional Development, Tourism Development Branch. It was funded under the joint federal-provincial Economic and Regional Development Agreement (ERDA). The project steering committee consisted of representatives of the Ministry of Regional Development, Ministry of Tourism and Provincial Secretary, Industry Science and Technology Canada; B.C. Motels, Campgrounds, Resorts Association; and the B.C. Recreational Vehicle Dealers Association.

B. OBJECTIVES

The overall intent of the project is to assess the current status of the B.C. campground industry, review market and development opportunities, and produce appropriate marketing and development strategies.

The project is separated into two phases. Phase I is directed toward the facility inventory, market profiles, vehicle production trends, comparisons to RV campgrounds elsewhere and economic impact. Phase II involves the preparation of marketing and development strategies, and the development of a model for campground development into the 1990's. (This report is Phase II and includes highlites of Phase I.)

The specific objectives as outlined in the terms of reference are as follows:

PHASE I - MAIN REPORT

1. To provide information on the existing British Columbia campground industry with reference to:

   - facility and service inventory;
   - operational data;
   - fees and charges;
   - revenues and expenses;
   - profitability; and
   - industry performance.

2. Identify current trends in production and ownership of recreational vehicles.

3. Evaluate current market profiles and assess market potential.

4. Assess the calibre of B.C. RV campgrounds and resorts and identify development priorities.

5. Review competitive RV campgrounds and resorts in Western Canada and the Pacific Northwest.

6. Produce a development and marketing profile of six of the most successful RV campgrounds and resorts in Canada and the U.S.

7. Assess the economic impact of RV use in B.C. including a spending profile of the self-contained RV or motorhome.

PHASE II - HIGHLIGHTS AND RECOMMENDATIONS

8. Based on findings of Phase I, recommend a development and marketing strategy for B.C. RV campground and resort owners.

9. Prepare a model for RV campground and resort development for the 1990's.

C. SCOPE

This study assesses the status and development potential of the B.C. RV campground industry with the intent of providing the private sector with the information necessary to encourage successful product development and marketing approaches. It is intended to focus on the commerical or private sector campgrounds as far as future development opportunities are concerned while including public sector facilities in the inventory and users' surveys.

The RV Campground and Resort Industry refers to those commercial campgrounds or resorts which provide campsite space to the users or owners of recreational vehicles on a non-permanent or transient basis. Recreational vehicles refer to a variety of camping vehicles including converted vans, camper vans, truck campers, pop-up trailers, travel trailers, fifth-wheel trailers, mini-motorhomes and motor homes. By intentional omission, this study does not deal with mobile home parks or any of the more permanent residential oriented parks.

Geographically, the analysis covers all of the province and the recommendations are expected to be appropriate throughout B.C., with regional variations as required.

D. METHODOLOGY

The completion of this project involved an extensive amount of both secondary source research and original survey work. The following activities were undertaken:

- A survey of RV owners who camped in British Columbia's commercial and provincial campsites to produce a profile of current users. Approximately 1,300 questionnaires were completed over a four month period at 15 provincial campgrounds and 15 private RV campgrounds located throughout the province.

- A survey of B.C.'s RV campgrounds to determine facilities, operating statistics and markets. Sixty-two properties participated.

- A focus group of B.C. RV owners to discuss trends, future outlook, likes/dislikes, attitudes, suggestions and development opportunities.

- A survey of B.C.'s RV manufacturers to determine volumes, trends, outlook and economic impact.

- One on one interviews with selected RV campground operators a d industry representatives in Canada and the U.S. to discuss and resolve a range of RV related issues.

- Field research in British Columbia, Washington, Oregon and California to compare industry growth, trends and future outlook.

- Collection and review of secondary source information. (A complete listing of this information is contained in Appendix A of the Main Report.)

- An RV facilities inventory, providing a complete listing of RV campgrounds available in B.C..

Province of British Columbia
DEVELOPMENT REGIONS
1 VANCOUVER ISLAND-COAST
2 MAINLAND/SOUTHWEST
3 THOMPSON - OKANAGAN
4 KOOTENAY
5 CARIBOO
6 NORTH COAST
7 NECHAKO
8 NORTHEAST
PACIFIC OCEAN
DIXON ENTRANCE
PRINCE RUPERT
QUEEN CHARLOTTE SOUND
HECATE STRAIT
PRINCE GEORGE
QUESNEL
KAMLOOPS
KELOWNA
VERNON
PENTICTON
NELSON
TRAIL
CRANBROOK
VICTORIA
NANAIMO
CAMPBELL RIVER
PORT ALBERNI
WILLISTON LAKE
FORT NELSON
DAWSON CREEK
FORT ST JOHN
CALGARY
BELLINGHAM

II HIGHLIGHTS

A. RECREATIONAL VEHICLE TYPES AND TRENDS

Although this report focuses on RV Campgrounds, understanding what is happening in recreational vehicle design and manufacturing is crucial to the future development of RV Campgrounds.

Recreational vehicles come in a variety of styles but fall into two broad categories - driveables and towables.

Driveables: Class A Motorhomes: Large, bus style
Class B Motorhomes: Van conversions
Class C Motorhomes: Truck chassis style
Truck Campers: Slide in campers

Towables: Travel Trailers: Fixed wall and roof
5th Wheel: Semi truck style trailer hitch
Tent Trailer: Canvas sides, fold down style
Park Model: Similar to mobile home.

There are currently more than eight million RVs on the road in the United States and more than 750,000 in Canada. By the end of 1988 it was estimated that one in 10 households owned an RV. The number of households owning an RV is expected to increase by approximately 100,000 annually in North America.

Throughout parts of the the 1970's and 1980's RV manufacturing has been directly impacted by high fuel costs and high interest rates. North American sales declined sharply after the 1973 and 1979 oil price increases. Shipments to date have steadily climbed to nearly the total of a decade ago. The outlook of manufacturers is positive and it is expected that manufacturing and sales will continue to reflect the health of the overall economy. Should downturns in the economy occur, a corresponding reduction in RVsales will likely take place.

The RV manufacturing industry has undergone an innovations revolution in the last few years. Each new model seems to have improved or added more features, appliances, appointments and gadgets as RV purchasers demand more luxury, convenience and the "comforts of home". Conversely, as RV's become increasingly sophisticated, RV users still want the outdoor "camping" experience.

B. RV CAMPGROUND INVENTORY

British Columbia's campgrounds can be categorized into three groups, although many campgrounds may fit into more than one category.

- **Overnight RV Campgrounds**: usually on a major highway...limited amenities...one night stay typical.
- **Destination Area RV Campgrounds**: located near a scenic resource...typically offers basic amenities...market appeal generated by the area...typical stays of several days.
- **RV Resorts**: located in a scenic area...offers a range of recreational and service amenities on site...typically caters to stays of several days or more.

There are over 2,000 campgrounds and close to 60,000 campsites in B.C. The distribution of these campgrounds is as follows:

Ownership	Campgrounds	Number of Sites
Private	686	39,233
Provincial	150	8,858
Federal	4	1,155
Forestry	1,200	9,990
Municipal	9	381
B.C. Hydro	3	6
	2,052	59,653

This study focuses on the 686 private sector RV campgrounds in B.C. For the purposes of this report, the definition of a qualified RV campground was a property having a minimum of two serviced or partially serviced RV sites. The distribution of sites according to the kind of site service is as follows.

SERVICES	NO. OF SITES	PERCENTAGE
Full Hookups	14,500	37%
Water/Electricity	9,800	25%
Electricity Only	1,170	3%
No Hookups	13,730	35%
	39,233	100%

In terms of reginal distribution over one-half of B.C.'s RV campgrounds are located on Vancouver Island or in the Okanagan. The northern half of the province (Economic Regions 6, 7 and 8) have only 10% of the total RV campgrounds and 6% of the total campsites. The average size of an RV campground in B.C. is 57 sites, ranging from an average of 31 to 85.

REGIONS	CAMPGROUNDS	CAMPSITES	AVERAGE SITES
1	138	8,436	61.1
2	83	7,020	84.6
3	231	13,833	59.9
4	86	5,293	61.5
5	80	2,447	30.6
6	17	522	30.7
7	31	984	31.7
8	20	671	33.6
TOTAL	686	39,233	57.2

The range of services and amenities provided by these campgrounds also varies considerably. The following list outlines the percentage of total campgrounds in B.C. which offer the identified service or facility. This information was derived from campground directories.

Operational/Management Policies		On Site Campground Facilities	
Reservations Accepted	29%	Electricity	98%
Pets Allowed	29%	30 Amp Service	25%
Credit Cards Accepted	31%	Water on Site	79%
BCMCRA Member	28%	Sewer	70%
Cable	10%	Tenting Area	30%
Pull Thrus	29%		

Services		Recreational Amenities	
Dump Station	51%	Recreation Hall	15%
Flush Toilets	75%	Beach/Swimming	33%
Showers	87%	Pool	44%
Pay Phone	45%	Hot Tub	6%
Propane	12%	Marina	28%
Snack Bar	15%	Boat Launch	27%
Convenience Store	36%	Motor Boat Rental	23%
Laundry	51%	Canoe/RB Rental	11%
Fishing	42%	Playground	32%

C. RV USER PROFILE

Nearly one-half of all RV users in the province during the peak June to September period are B.C. residents while about one-quarter are from Alberta. Regional differences are very significant as illustrated by the following table.

ORIGIN	Vanc. Isl.	Lower Main.	Thomp. Okgn.	Koot-enay	Cari-boo	North Coast	North East	Total
B.C.	60%	72%	44%	36%	56%	25%	35%	48%
Alberta	14	5	26	48	8	26	6	23
Other Canada	5	3	6	4	3	8	0	5
Washington	2	5	3	2	4	8	0	3
Oregon	1	0	1	1	3	4	0	1
California	6	6	5	2	8	13	18	6
Other USA	2	2	12	5	8	18	41	9
Offshore	5	6	2	2	10	10	0	5
	100%	100%	100%	100%	100%	100%	100%	100%

RV users tend to stay in B.C. much longer than is typical for the average tourist - 12.9 nights compared to 5.7 nights. Length of stay appears to be partially a function of distance as eastern Canadians, Californians and offshore residents tend to stay the longest.

RV users also pursue a range of activities while in the province with sightseeing (85%) and shopping (72%) being the most popular. Other significant activities are:

- wildlife viewing (62%)
- beach activities (60%)
- swimming (53%)
- visiting historic sites (52%)
- visiting friends and relatives (49%)
- visiting parks/gardens (43%)
- fishing (40%)
- visiting museums/galleries (36%)

RV campgrounds are selected for a variety of reasons, the most important after location is the range and quality of services and amenities. The following are the most desireable features of an RV campground in descending order of importance for both government and commercial campgrounds, as cited by RV users.

RANKING	GOVERNMENT CAMPGROUND	PRIVATE RV CAMPGROUND
1	Showers	Fire Pits
2	Picnic Tables	Picnic Tables
3	Sani-station	Showers
4	Laundromat	Beach
5	30 Amp Service	Sani-station
6	Pull-thru Sites	Pets Allowed
7	Convenience Store	Telephone
8	Fire Pits	30 Amp Service
9	Swimming Pool	Playground
10	Telephone	Laundromat

In terms of expenditures, RV users average $76 per party per day. Offshore visitors spend the most ($104) while B.C. residents spend the least ($66). The distribution of expenses is as follows:

Gas/Fuel	27%
Groceries	19%
Campground fees	15%
Shopping	12%
Restaurants	9%
Entertainment/Recreation	7%
Other	11%

D. B.C. RV CAMPGROUND OPERATIONS

British Columbia's RV campground facilities are generally quite old with over one-half developed prior to 1970. Of the more recently built properties, one in five was developed between 1980 and 1985. Property turn-overs depict a different story as over one-third of the province's RV campgrounds have changed hands since 1986. Nearly two-thirds (63%) have been bought and sold since 1980.

Business volumes by market area (as cited by campground operators) are similar to the distribution of origins depicted by the users survey. Again, B.C. residents are the main market (39%) followed by Alberta (24%). The regional distribution is as follows.

ORIGIN	Vanc. Island	Lower Main	South	Central	North	B.C.
B.C.	46%	41%	38%	40%	28%	39%
Alberta	12	14	42	29	10	24
Other Canada	5	5	7	5	7	6
Washington	15	11	4	7	11	9
Oregon	11	5	2	3	7	5
California	7	10	2	4	12	7
Other USA	2	8	4	5	14	6
Offshore	1	6	4	6	10	6

There are two distinct market segments based on age and party composition. The family market (with children) represents about one out of every four RV users, while adults, (particularly senior adults), represent the remaining six out of ten campers.

RV campground operators have a diversity of experience with one-third having been in the business for over 10 years. At the other end of the spectrum, 17% have been in the business for less than 2 years. Three-quarters of operators gained their management experience after purchasing a campground. Approximately one operator in five has taken training courses.

B.C.'s commercial RV campgrounds typically employ an average of 3.9 persons full-time and 1.5 persons part-time during the summer. (Full-time employment during the off-season is 1.2 persons.) This equals a total of just under 3,700 jobs during the summer with a full-time equivalent of over 1,350 man-years.

Occupancy rates in the RV campground business are highly seasonal ranging from a low of zero in December, January and February to 100% in July and August. The average (for those campgrounds that were open) was 11% in the winter and 68% in the summer. The regional distribution is as follows.

MONTH	Vanc. Island	Lower Main.	South	Central	North	B.C.
January	10%	27%	N.A.	N.A.	2%	11%
February	10	27	N.A.	N.A.	2	11
March	14	23	N.A.	N.A.	5	14
April	23	26	N.A.	23%	6	19
May	28	35	8%	21	13	20
June	52	42	13	29	39	33
July	75	72	58	77	57	67
August	83	72	56	76	54	69
September	37	45	10	30	38	32
October	26	29	8	13	17	19
November	15	20	—	1	7	14
December	9	27	16	N.A.	N.A.	11
Annual	39%	44%	33%	47%	28%	40%

Gross revenues average just under $100,000 (actually $98,500). This is the arithmetic average and is influenced by the very large and very small properties. The median revenue was $52,000. Operating expenses average $77,500 with a median of $40,000.

How do B.C.'s RV campground facilities compare with those in the immediate vicinity? To answer this question, comparisons were made with campgrounds in Alberta, Washington and Oregon. Campgrounds were rated by the Woodall's RV Directory using a series of "Ws" from 1 to 5 representing quality of facilities.

Compared to the American destinations, B.C. has a larger proportion of facilities in the 1 and 2 W categories. Conversely, Washington and Oregon tend to have more facilities in the 3 and 4 W categories. The ranking is shown below.

FACILITIES (#)	B.C. (323)	ALBERTA (30)	WASHINGTON (227)	OREGON (164)
W	11%	3%	—	3%
WW	49	53	38%	38
WWW	34	40	55	48
WWWW	5	3	7	10
WWWWW	1	—	—	1

E. ECONOMIC IMPACT

British Columbia's RV Campgrounds generate a substantial economic impact within the province. As noted the median revenue generated by the province's 686 RV camgprounds is $52,000.

In terms of total revenue, the RV campground industry generates approximately $46.5 million dollars annually (1988). This is derived from the total number of RV sites in the province and the typical revenue generated per site ($1,186).

Overall contributions to the economy by RVers is considerably higher and takes into account all spending on fuel, groceries, shopping, restaurants, entertainment and other purchases, plus campsite fees. Based on average daily expenditures of $76 per party the total economic impact of RV campers in B.C. is $229 million. (This figure is calculated from the total number of RV sites available each month, and the average monthly occupancy.)

Distributed among the various sectors of the travel industry, spending by RVers produces the following economic impacts.

Category	Distribution	Total Impact
Gas/Fuel	27%	12.5
Groceries	19%	8.8
Campground Fees	15%	7.0
Shopping	12%	5.6
Restaurants	9%	4.2
Entertainment/Recreation	7%	3.3
Other	11%	5.1
Total	100%	46.5 million

F. OBSERVATIONS AND CONCLUSIONS

Size: Generally the successful campgrounds are larger than average ranging from 100 sites to over 400. Size is a partial determinant of success as the investment in related recreational and service facilities can be spread over a greater number of sites. Also, economies of scale arise in marketing and staffing. Size must still relate to markets but generally the larger developments tend to be more successful.

Services: Successful RV campgrounds tend to offer a mix of serviced sites and not necessarily all are serviced (to allow for tenters). However, the sites most in demand are those with sewer, power and water. There is an increasing demand for 50 amp power service, telephone connections and cablevision connections. These are usually priced separately.

Amenities: The mix of amenities on-site is an important ingredient for success. RV travellers, like most tourists are becoming more sophisticated and are expecting more services. Important features of successful RV Campgrounds are:

- **Convenience Store**: Stocked with convenience groceries and basic RV "household" items.
- **Picnic Tables**: Solid and well constructed.
- **Fire Pits**: Still a basic requirement for "camping". Many RV Campgrounds charge for wood.
- **Swimming Pool**: Becoming a necessity for all RV Campgrounds attempting to offer a "resort" experience. Can be indoor or outdoor depending on markets and climate.
- **Sani-Station**: Easily accessible and preferably free.
- **Pull-Through Sites**: These sites require more area but are in heavy demand for 5th wheel and large travel trailers. Most successful RV Campgrounds have a portion of pull-throughs.
- **Programmed Activities**: From a resort experience perspective, entertaining visitors with programmed activities is becoming increasingly popular.
- **Reservations**: Virtually all successful RV Campgrounds accept reservations.
- **Laundromat**: Efficient, commercial quality washers and dryers.
- **Recreation Building**: Scaled to the size of the development and containing showers/laundromat (often in a separate building), games room, sitting lounge and swimming pool.
- **Pets**: A large number of RVers travel with pets, particularly dogs. Most RV Parks allow pets but their acceptance needs to be balanced against the annoyance caused to others.
- **Playgrounds**: Simple, safe children's play area.

Operations: With the exception of Thousand Trails most successful RV campgrounds are privately owned although they could be affiliated with a chain, usually Coast to Coast or KOA.

Location: As with most tourist accommodations, location is critical. Depending on markets, successful RV Campgrounds are either located on a major highway, near a major population centre or in a resort/recreation area. Regardless of the location, most successful RV Campgrounds are located near natural or man-made attractions, or activities/events of significance.

Marketing: Virtually all successful RV Parks are actively promoted with an ongoing and intelligent marketing campaign. A variety of techniques are used but the most common are RV directories, tourist guide books, and brochures. All have consistent word of mouth advertising while some have found specialized RV trade shows successful.

Management: Professional, business-like management is critical to success. Equally as important is the hiring and training of competent and hospitable staff.

Value for Money: A common feature of the more successful RV campgrounds is that they provide value for money. They may be charging a variety of prices but the quality of the operations and the range of amenities reflect value for the RVer.

III DEVELOPMENT STRATEGY RECOMMENDATIONS

A major objective of this report is to produce a model for RV campground development. This model or development strategy is based on research and surveys done in Phase I. This strategy is intended to position the B.C. RV Campground industry to take advantage of trends leading into the 1990's. The following items specifically relate to physical development.

A. ISSUES

Campground Features

Research into the types of features that are most in demand by RVers in B.C. produced a ranked listing. Existing RV Campground operators wishing to expand, or investors planning to build new facilities, should ensure that they incorporate the following features. (These features relate to the campground amenities and assume the provision of sewer, power and water.)

- Showers
- Picnic tables
- Fire pits
- Sani-stations
- Beach (if applicable)
- Adequate power service
- Laundromat
- Convenience store
- Pull through sites

Seasonal RV Campground Users

Throughout B.C., the Pacific Northwest and the United States generally there is a move towards increased seasonal campsite rentals. This involves an RV being moved onto a site for "the season" (usually May to October in B.C.). For the user, the RV can be used like a cabin. For this purpose the RV campground needs to be near enough to a population centre that the users can commute or at least access the area easily for weekends. Although the average daily rental rate is lower on a monthly basis, seasonal rentals produce immediate cash flow for operators as well as stabilizing occupancy rates and producing increased business for other components of the facility such as the store.

Private vs. Public RV Campgrounds

The topic of private versus public campground competition is not unique to B.C. but occurs to varying degrees throughout North America. The arguments are similar and centre around government facilities being located in desirable areas yet charging rates that don't reflect the cost of doing business. Although some progress has been made in narrowing the gap in prices between public and private sector facilities, a real and perceived gap still exists. The private sector should work to ensure that the fees charged in Provincial Parks are not lower than the fees charged in commercial RV campgrounds with comparable services.

In addition, the private sector should focus on the areas where the public sector does not compete - namely, in catering to extended stay visitors (monthly or seasonals), in the provision of fully serviced sites, and catering to RV travellers in non-rural areas.

Increasing Sophistication of RV Users

Changes in RV design in the last decade have been more dramatic than at any time in the industry's short history. This increased sophistication of vehicles is being matched by a similar increased sophistication in RVers. Generally, the basic amenities at an RV campground have not changed in 30 years as they had showers, laundry facilities, central washrooms and power in the 1950's. Today's RVers, although considered "campers", could be driving a vehicle equivalent in price to a house and having similar features. These RVers expect RV campground facilities to be similarly updated.

Importance of First Impression

From a development perspective, paying attention to the importance of the appearance and the first impression created are critical to success. Aside from location and amenities, the most important feature in the campground selection process is

the overall appearance, maintenance and cleanliness. Since the RV market is very mobile, a non favourable first impression can easily be a lost guest.

RV Campground Categories

There are three basic categories of RV campgrounds, and operators need to determine into which category they fit based on their markets, on-site facilities and off-site amenities. The categories are overnight, destination area and resort.

RV Campground Size

The average size of a B.C. RV Campground is 57 sites. Nearly eight out of ten RV campgrounds have fewer than 75 sites. The trend, however, is toward larger campgrounds, to justify the capital outlay for recreational services and to maximize staff utilization. The effective minimum for a full-service RV campground should be 75 sites and preferably 100. This issue of size cannot be decided arbitrarily, however, as it is entirely dependent on markets available at a particular site.

Two Major Market Segments

The key market segments RVing in B.C. are families with children and mature (retired) couples. Facility design must consider these two market groups to determine the ratio which may be appropriate in any given geographic area. Specialization is occuring as a few properties are advertising themselves as "adult RV campgrounds".

Ways to Improve RV Campgrounds

There are a series of factors that RV users appreciate in RV campgrounds and their existence will affect the decision to stay. Most appreciated by RVers are (in generally descending order of importance):

- spotlessly clean washrooms and showers
- cleanliness and attention to maintenance
- fully serviced level sites
- conveniently located service/recreation building
- firepits/dry wood
- reservation system
- paved roads
- more spacious sites.

RV Resorts have Investment Potential

The increased demand for high quality RV campgrounds will likely increase the interest of the development and financial communities in RV Resorts as investments. Although the industry has a serious seasonality problem to overcome, the issues discussed earlier in this report will help lengthen the season.

Although the more sophisticated RV Resorts have many of the same amenities as traditional resorts, they can be much less costly to build. Compared to a resort with roofed accommodation, the RV Resort has the following development cost advantages:

- requires a smaller restaurant or food service facility

- requires no roofed accommodation

- requires limited meeting facilities.

The cost comparison of developing an RV site versus a lodge or resort room is considerable. Whereas the furnished cost of a quality resort room may be $50,000 to $75,000, the cost of a fully serviced RV site would be in the $5,000 to $8,000 range, or about 10% of the fixed roof example.

Future Outlook of RV's on Campsite Development

RV's are generally tending to get bigger as manufacturers of each class of vehicles respond to consumer demand by adding more features. Sufficient space needs to be provided to allow vehicles approaching 40 feet in length to turn and park.

All the new electrical features are causing an increasing requirement for power. Fifteen amp services are too small for all but the most basic of todays vehicles and even 30 amp services are not sufficient to run numerous appliances at once. Fifty amp services will become a sought after feature.

Development of travel trailers and 5th wheel trailers with slide-out room additions are requiring more space. Also RVers are expecting more space in the campsite.

RV Campgrounds are Diversifying

In an attempt to capture other components of the travel/ outdoor recreation market, RV campgrounds are providing cabins, condominiums and camping kitchens. This opens the RV campground to users other than those with recreational vehicles. This trend is expected to continue as the larger campsites develop into Camp Resorts. This is occurring in the United States where a range of resort-type features and facilities are offered for use by people who bring their own accommodation. In the early 1970's there were about 20 such camp resorts while by the mid 1980's there were over 400 located mainly in the central and southern United States.

New Types of RV Campground Developments

The traditional RV Campground in B.C. has been a privately owned, independent operation designed to cater to the "camping" public. Two relatively new aspects of the RV Campground business are Membership RV Campgrounds and Condominium RV Campgrounds.

Membership Parks (like Coast to Coast and Thousand Trails) charge an initiation fee and a monthly service charge. Membership is based on a right-to-use philosophy and members have access to a network of RV Campgrounds. Members can also use all the related services of the campground. Individual campgrounds may be corporately owned or privately owned and affiliated with the chain.

Somewhat newer are Condominium RV Campgrounds where people purchase and receive title to an individual site. Owners live in the recreational vehicle in their site, often travelling while the management company rents out the site.

RV Resorts of the Future

Based on the trends identified above and on the features being included in U.S. RV Resorts, it is possible to speculate on the RV Resort of the future. B.C. RV Resorts being developed over the next decade may include the following:

- More sites;
- Larger sites, up to 3,000 sq. ft. or more;
- Increased privacy between sites with landscaping;
- Combining of RV facilities with more traditional resort amenities;
- Increased use of strata-titling of RV sites as a financing vehicle;
- 50 amp power as a standard feature;
- Increased demand for telephone and cablevision connections;
- Utilization of self contained service stantions with individual electrical meters;
- Increase in adult-only RV Resorts;
- Increased corporate involvement in the development of RV Resorts;
- Expansion of the range of recreational and entertainment amenities;
- Increase in the use of Park Model RV's which will serve as second houses or recreational houses;
- Increased use of seasonal site rentals;
- Continued diversification of traditional campgrounds to include features such as camping cabins and condominiums;
- Increased distinction between "camping" and "RVing";
- Increased demand for group campsites which can accommodate groups of RV's travelling together;
- Increased use of RV Resort owned recreational vehicles used as accommodation for clients who do not own an RV.

B. RV CAMPGROUND DESIGN

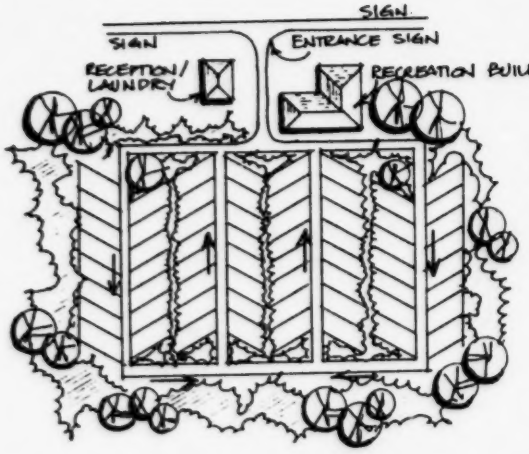
Campground Layout

Although each RV campground needs to be designed to its market and site, there are a number of aspects of RV campground design that are common to any size of facility. This relates to the kinds of support facilities, recreational services, road systems, and site layouts.

The following diagrams are intended to show typical campground configurations. Of particular significance to effective layouts and design are the following issues:

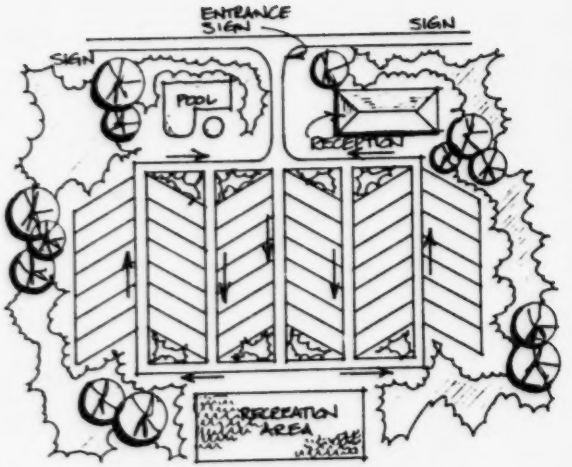
- Effective signage both on the highway to adequately warn the traveller and at the entrance to provide a "sense of arrival";
- Attractive landscaping at the entrance, around buildings, and at street entrances;
- Conveniently located recreation building. This can be part of the administration/reception building or a separate structure;
- Sufficient parking space at the reception building for multiple registrations;
- Cul-de-sac dead end streets with RV sites fanning out or in from a ring road turn-around. Turning radii require 60 feet for inside sites and 120 feet for outside sites;
- A portion of pull-through sites (perhaps 20%);
- With larger developments, clustered sites to create community groupings;
- Sufficient parking space at the reception building for multiple registrations.

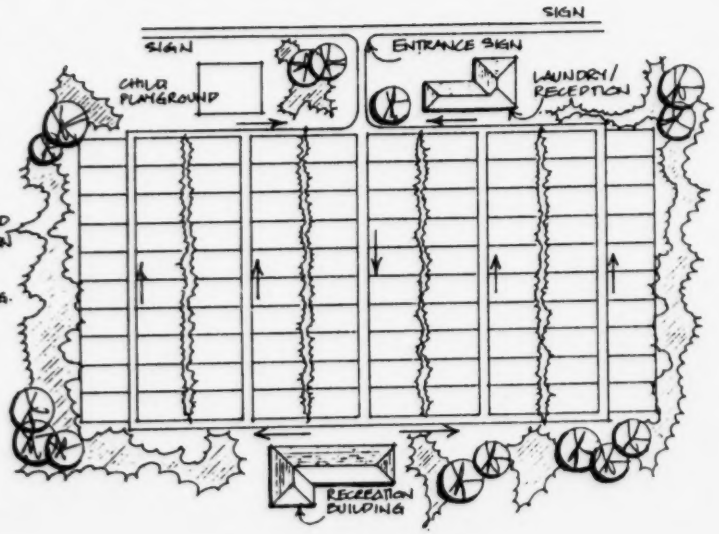
RV RESORT SAMPLE LAYOUTS



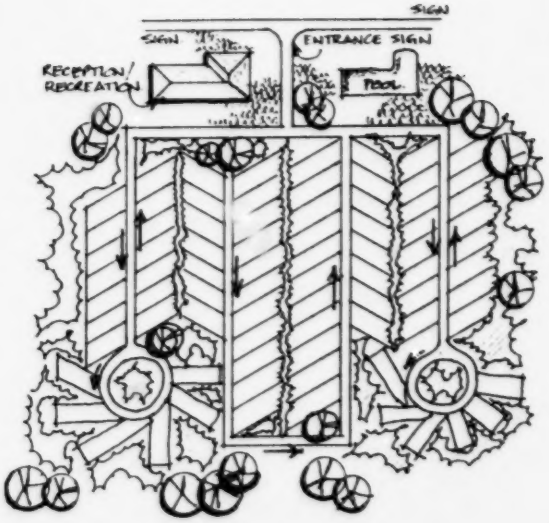
- ONE WAY ROAD SYSTEM
- BACK-IN SITES
- HEDGE BETWEEN SITES
- LANDSCAPED ENTRANCE
- 70± SITES
- RECEPTION & LAUNDRY
- RECREATION BUILDING.

- PULL-THRU SITES COMBINED WITH BACK-IN SITES
- RECEPTION & POOL AT FRONT OF PROPERTY.
- 40 SITES
- RECREATION AREA (OUTDOOR) AT REAR OF PROPERTY.





- RECTANGULAR SITES SET SQUARE TO ROAD
- HEDGE BETWEEN SITES
- 90 SITES
- RECREATION BLDG. AT REAR OF PROPERTY.



- CUL-DE-SAC. STYLE COMBINED WITH BACK-IN SITES.
- HEDGE BETWEEN SITES
- LANDSCAPED
- 80 SITES
- SEPARATE POOL
- COMBINED RECEPTION & RECREATION BUILDING.

Campsite Layout

RV Campgrounds are comprised of individual sites. There are a number of considerations that should be given to site design to make them attractive and functional. These considerations are independent of the location of the campground as they apply to rural and urban locations. Some features, however, are dependent on the type or classification of RV campground (overnight, destination area or resort).

The following sketches depict various site configurations. They are intended to show various features or site treatments that are condusive to efficient design. They are based on input from RVers as to desireable features, and also on observation of well designed campsites in B.C., Washington, Oregon and California. The features illustrated include:

- Angle entrances from the access road to facilitate reversing. Angles can vary from 20' to 45';

- Locate the service connection (sewer, power, water) on the driver's side between the centre and rear of the site;

- Provide a grass area beside the vehicle parking area;

- Provide a picnic table and fire pit (if possible);

- Landscape at least one side of the site with a hedge or row of trees to provide privacy and a visual break between sites, as well as shade;

- Parking area should be level and paved or gravel;

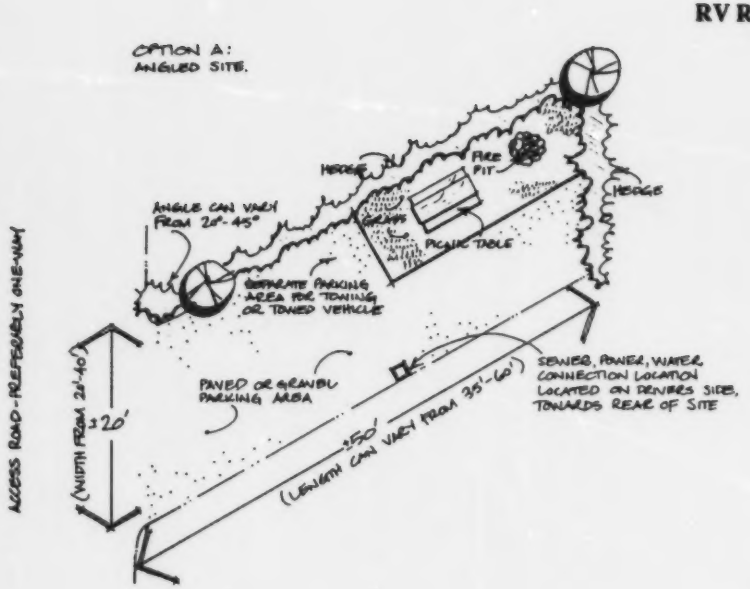
- Sites that are not deep (less than 40 feet) should have an adjacent area for parking the towing (or towed) vehicle;

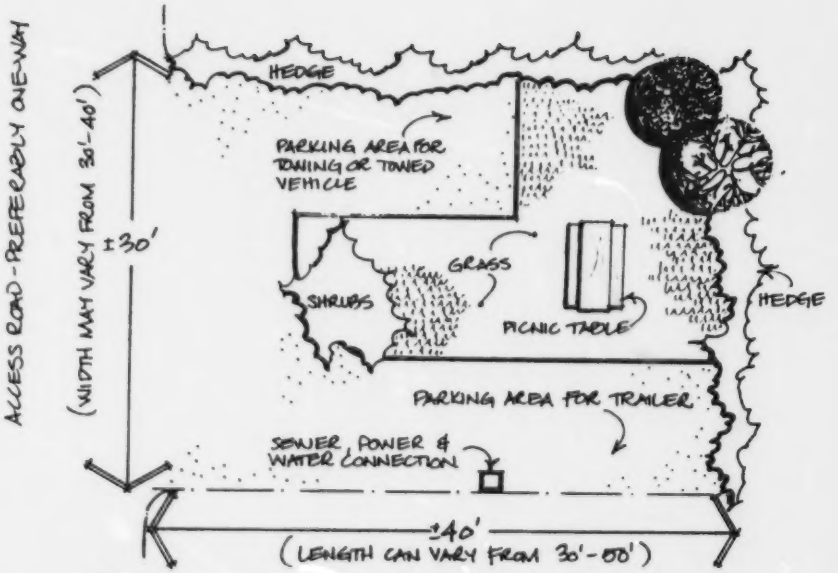
- Sites perpendicular to the access road should have an angled corner for ease of entry;

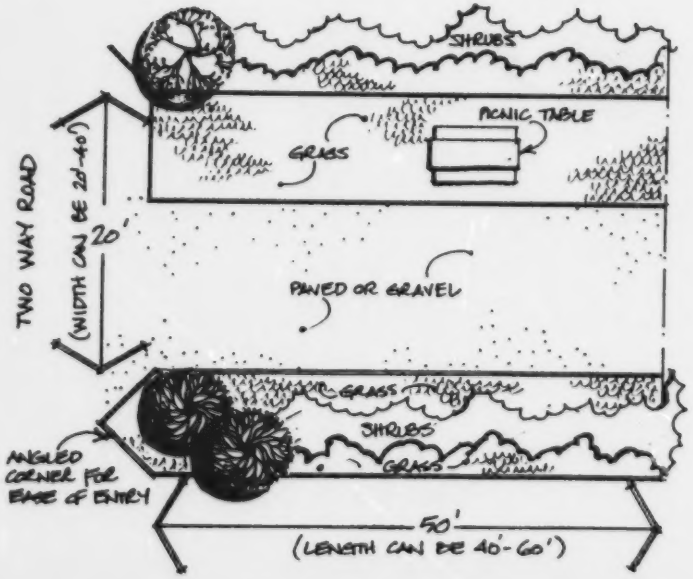
- Dimensions can vary from 20 to 40 feet in width and from 40 to 65 feet in length. The minimum size should be no smaller than 1,200 square feet and a more desireable size is 1,500 to 2,000 square feet. Sites at resort RV campgrounds can be up to 3,000 square feet;

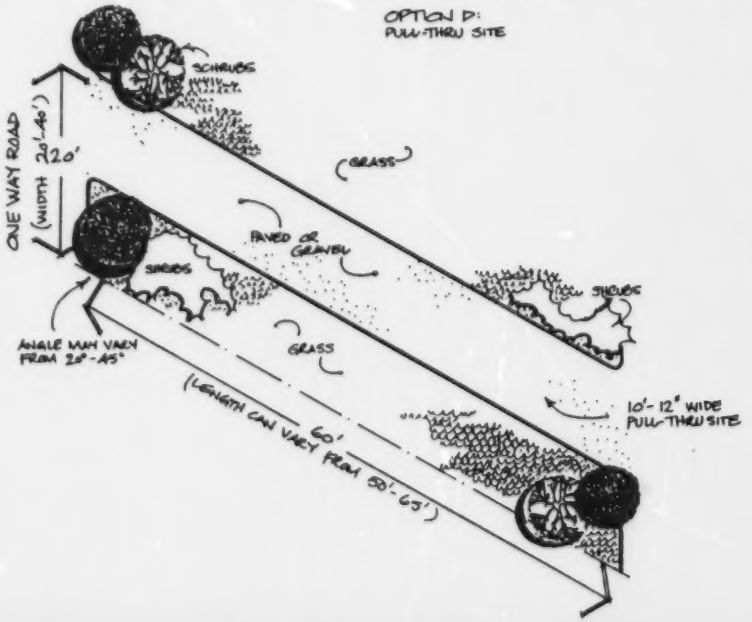
- Pull-through sites tend to be narrower, usually in the 20 to 30 feet range.

RV RESORT CAMPSITE LAYOUTS









IV OPERATIONS AND MANAGEMENT RECOMMENDATIONS

Many observations concerning the improvement of RV Campgrounds have little to do with the physical development but rather deal with operations and management. Not all these observations will be applicable to all RV Campgrounds but implementation of the relevant recommendations is intended to be successful in improving business.

Training Should be Upgraded

Only one in five campground operators have taken any training in campground management. RVers consistently indicate that competent, hospitable treatment is a key ingredient to enjoying their stay. Operators should upgrade their skills (and those of their key staff) in marketing, business management and hospitality. In fact, the content of this report would make a very useful seminar topic for RV Campground operators.

Improve Signage

All RV campgrounds should take advantage of the Ministry of Transportation and Highway's new policy on tourism signage. This program uses a consistent size, colour and style of sign while profiling the name of the RV campground. The program is particularly useful for properties along main highways while those RV campgrounds off a main highway need to continue lobbying Ministry of Transportation and Highways and Ministry of Tourism for improvements in the policy.

Offer Seasonal Rentals

Renting a portion of campground sites seasonally (or by the month) is a way to extend the season in the spring and fall, speeding up the cash flow and guaranteeing a certain level of business. Rental rates vary with the amenities but might range from $100 to $200 per month and the typical season is from April to October.

Be Innovative in Pricing

Even though the features and facilities are quite different, rates charged by public campgrounds typically establish the base rate which the travelling public expects to pay for a "campsite". To this must be added costs to provide sewer, power and water, plus laundry facilities and recreation facilities. Each RV Campground needs to set their own rates based on consideration of:

- competition from public campgrounds
- competition from other commercial campgrounds
- return on investment
- value for money.

Although it is perhaps most desireable to have a "pay-one-price" policy with everything included, it is most common to charge extra for additional services such as location (waterfront), sewer, showers, etc. A future trend will likely be to charge for firewood.

The industry should also continue to pressure B.C. Parks to ensure fees are charged during the spring and fall.

Participate in the Proposed Reservation System

Accepting reservations is a key distinction between public and private sector campgrounds. It is also a feature sought after by RVers. The B.C. Motels, Campgrounds, Resorts Association is sponsoring development of a province-wide toll free reservation system, designed to start in 1990. Campgrounds should ensure they are a part of this system. Once operating, it may be possible to expand the system into a grading system to better advise the RVer about B.C. facilities.

Keep Current on RV Trends

There are a number of research reports, industry magazines and trade journals available on the RV industry. Although these are mainly U.S. they do offer insights into the Canadian and B.C. situation. In addition to Phases I and II of this study, the most relevant publications are:

- RV Times #1-7340 Horne St., Mission, B.C. V2V 3Y6
- RV Business, TL Enterprises Inc., 29901 Agoura Rd., Agoura, CA, 91301
- Woodall's Campground Management, 100 Corporate North, Suite 100, Bannockburn, IL 60015-1253.

Property Taxes

The management issues of most concern to the RV Campground Industry have to do with taxes, particularly property taxes. Operators need to ensure that they are taking advantages of the Tourist Accommodation (Assessment Relief) Act. This act specifies that the assessed value be reduced by the lessor of $150,000 or 50% of the assessed value.

Insurance Costs

A cost of doing business that has increased recently is insurance. There is no effective way to reduce insurance costs except to shop for the best rate and the best coverage. Any comparisons should include the group program sponsored by the B.C. Motels, Campgrounds, Resorts Association.

Seasonality

Concentration of business into the peak summer season is an ongoing problem for the industry. It is partially a problem created by the nature of camping which tends to be a warm weather activity. Although RVing in B.C. will continue to be summer oriented, there are some trends occuring which should allow some expansion into the spring and fall. These trends include:

- increase in the number of short duration, extended weekend trips

- improvements in the weatherproofing of RVs to provide more cold weather comfort

- increasing number of active retired persons who may be more inclined to take an RV trip in a non-summer season.

Development Costs

Operators of RV Campgrounds are concerned about a number of financial issues including construction costs, interest rates, availability of debt financing, availability of equity and the lack of investment incentives. Due to these concerns and the growing yet specialized market for RV Campgrounds, a financial program should be considered. It could take one of a number of forms including low interest, loans or loan guarantees, or other features which recognize the unique nature of the business.

V MARKETING STRATEGY

An important component of the RV Campground Study is the preparation of a Marketing Strategy. This is intended to set the direction and the tone for marketing RV Campgrounds in the province. The following sections comprise this marketing strategy. It is separated into categories addressing: observations, objectives, the role of industry, the role of RV Campground operators, communications strategy and marketing vehicles.

The Marketing Strategy provides the marketing direction and strategic concepts which will allow the industry and individual RV Campground operators to develop their own Marketing Plans. The marketing plans are the vehicles used to specify the specific marketing objectives; the tactics, techniques and media to be used; and marketing budgets.

A. OBSERVATIONS

- The research suggests a fairly broad base of RV use in North America and a growth pattern that strongly mirrors the health of the economy. Approximately one in ten households have an RV although the demographic groupings are diverse.

- The marketing needs of the RV Campground and Resort Group, and the "appeals" they offer their audiences, are distinctly different in many ways from the motel and traditional resort components of the B.C. Motels, Campground, Resort Association. It would appear that any activities designed to more aggressively market "RVing" will significantly position "RV" Campground members differently than other members and non-members of the B.C. Motels, Campgrounds, Resorts Association.

- There appears to be a marketing opportunity, particularly in B.C., for RV campground operators to associate themselves with the dealers of RV vehicles, those who rent RV units and those businesses that manufacture and supply a wide range of after-market products.

- Given the wide range of equipment and perceived "consumer" needs, the strategic marketing of RVing in British Columbia requires an integrated approach to reflect the diversity of customer demands.

- Significant market segmentation challenges and opportunities are available based on a range of categories including: geographic locations, demographic groups, different customer needs, specific campground facilities and services provided, and the type or RV and equipment used.

- One key to designing a marketing approach lies in addressing the specific customer needs of three distinct categories of users:

    - Families or Adults with children
    - Adults 18 to 54, no children
    - Seniors/retirees/empty nesters, 55 years and up.

- Another key to understanding not only the developmental but also the marketing opportunities for RV campgrounds lies in recognizing these three distinct categories and "product" requirements:

    - Overnight facilities
    - Destination Area facilities
    - Resort facilities

- Combining the above facilities with their markets produces a matrix of different market segments, of which some portion may be available to any individual campground but:

    - Overnight RV Campgrounds are highly dependent on location eg. traffic flow.

    - Destination Area facilities are highly location dependent and rely on the surrounding region to supply or offer the "resort" attractions.

- Resort segment is investment and market driven, where decisions on additional facilities and services beyond overnight minimums are designed to:

  - improve competitive appeal over other facilities

  - encourage longer length of stay beyond single night stopover.

- Each facility is a potential supplier of overnight RV services and must supply current minimums. Growth and development of services will depend on additional business attracted by further capital investments in facilities. Growth will also be dependent on certain location limitations or advantages and on how the "product" appeal of individual facilities is tailored to reflect the different needs, wants and demographic characteristics of RV campers.

- There appears to be a significant difference in RV travel motivation. There are those who want peace and quiet, and isolation from their neighbours, and those who enjoy and seek a sense of community and togetherness with their fellow travellers.

- The very dominant position of British Columbians as the key geographic target group for any marketing programs designed to build RV business in the province, is noted (48%). British Columbians and Albertans comprise over two-thirds of the market. The investment of marketing resources outside these two key areas should be viewed as potentially inefficient in the short term. Commitment of funds to these two key areas is seen as the most important priority.

- The diversity of activities enjoyed by RV Campers is seen as a marketing opportunity for British Columbia RV Campgrounds. The range of attractions and RV facilities in the province will inherently strengthen any marketing efforts.

- •The critical importance of the repeat visitor to individual facilities (45% been here before) is a key to business building and marketing success. The research suggests that the repeat visitor forms the core of existing RV campground business. As a result marketing efforts to solidify this base of repeat visitors should be a priority. This group is also an important element in the "word of mouth" marketing effort.

- The importance of RV Campground Directories is also noted. Those unfamiliar with an area look to such directories for information to help make their accommodation and, in some cases, destination decisions. Directories provide concise, readily available information and details regarding amenities and services.

- Potential "Shoulder Season" business opportunities appear significant. The value of attracting the RV Camper, particularly those 55+ and Adults with no children, in off peak periods is particularly appealing.

- The research and the inventory of campground availability has been organized on the basis of the province's eight economic zones. Tourism marketing is structured on the basis of the nine tourism regions. Marketing RV Campgrounds on the tourism region basis would appear to be more compatible.

B. OBJECTIVES

Based on these observations, it is possible to define the two major marketing tasks:

- building RV Campground primary business in B.C. (build the total business), and;

- "capturing" individual users from visitors already in the province at specific RV campground sites (build an individual RV Campground's share).

Building primary business means attracting RV campers to British Columbia (and getting potential B.C. RVers to "stay home" to holiday). This requires an umbrella strategy which, ideally, piggybacks on existing tourism campaigns (those of the provincial ministries, the tourism regions and the Association). It also suggests that the B.C. RV experience can be presented independently as an end in itself by the industry and the Association. Within this latter challenge it should be possible to work closely with RV dealers and other suppliers of RV necessities. This independent activity is seen as a potentially expensive marketing program and perhaps, with some exceptions, beyond the scope and resources of the industry, particularly outside B.C.

Capturing individual users means attracting and convincing RV camping visitors already in the province to stay at individual campgrounds. This is the key task of local, individual operators. This requires tactical marketing efforts on the part

of individual campground operators and, to a certain extent, the participation/support of that part of the Association concerned with RV camping.

C. THE ROLE OF THE "INDUSTRY"

What common activities can the "industry" undertake to more aggressively market RV camping as a B.C. holiday experience?

- **Tourism British Columbia**

There are two major contributions which the Ministry of Tourism (and B.C. Parks), could make to the umbrella strategy.

First, the provincial RV experience could be featured in general advertising as one of the series of "hooks" used to promote British Columbia to visitors. This would involve using visuals and text which feature RV users.

Second, the Ministry could be asked to support RV Campground activities within the "enquiry fulfillment" procedures required to respond to potential visitor requests for information. This would take the form of mailing out general or individual RV campground literature in response to 1-800 phone calls.

- **Tourism Regions**

The province's nine tourism regions could be supplied with more focussed, regionally specific, RV campground information and literature for use in their "destination area" advertising. This material could be used in Travel InfoCentres, and at trade shows in which the Regions participate. It would have the advantage of focussing RV camping information from the provincial level to the regional level.

- **The B.C. Motels, Campgrounds, Resorts Association**

RV campground operators who belong to the BCMCRA should seek to highlight themselves as a distinct division within this Association and should aim at securing two marketing benefits from their membership.

First, Association membership should entail some kind of identification and accreditation which guarantees certain levels of service and facilities from individual operators. This "guarantee" should be prominently featured in all campground signage and literature to establish a benefit of association membership and extra credibility for individual RV campgrounds.

Second, as a division within the Association, RV campground operators should continue participating in publication of the very successful Super Camping B.C. directory.

- **RV Dealers and After Market Suppliers**

It would be useful to mobilize both of these groups in the task of marketing RVing in B.C. Securing such co-operation would be of benefit to both groups.

First, industry research on trends and vehicle innovations, and access to mailing lists maintained by dealers and suppliers, could help build the operators' own mailing lists for targetted mailing of promotional literature.

Second, all RV Dealers and supply shops could carry the promotional literature of RV campgrounds in B.C. for distribution when the vehicles or products leave the "shop".

D. THE ROLE OF RV CAMPGROUND OPERATORS

Within the umbrella marketing strategy initiatives cited earlier, each operator should undertake his/her own tactical and site specific promotional activities. This should be described in a marketing plan.

First, this will require that the operator analyze the nature of his/her operation (overnight, destination resort or destination area campground) and the demographic profile of his/her customers (families, adults or seniors). This analysis, coupled with an understanding of local RV campground competition, will enable operators to promote their campground in a

specific way, with appropriate appeals to specific audiences.

Second, campgrounds which are members of the Association should ensure that they are properly represented in RV Campground inventories/ catalogues of available accommodation as well as in promotional literature and advertising. Also, Association members should collectively draw up the terms of accreditation which will certify basic standards of service. This Association accreditation should be displayed in all signage, brochures and advertising.

Third, individual operators should ensure that they keep good written records of their guests in order to build mailing lists for their own brochures/letters and in order to seek both repeat business and good referrals/word of mouth advertising.

Finally, operators should ensure that they have their own brochures/rackcards, and that this material is readily available to all the appropriate fulfillment agencies (ministries, regions, InfoCentres, Association mailouts etc.) Financial realities will put limitations on affordable quantities for individual operators and may limit the breadth of distribution. The operator should concentrate on local/provincial distribution first and move farther afield as resources permit.

E. COMMUNICATIONS STRATEGY

A Communications Strategy is the document which focuses all marketing communications activities. Based on the marketing considerations and strategic approach outlined above, the Communications Strategy provides for both an umbrella approach and also a series of benchmarks to guide individual operators in creating their own (tactical) marketing approach.

The Communications Strategy designed for marketing RV camping is structured according to a series of headings. The following issues are included in this strategy.

- **Positioning**

  Position British Columbia as **the best destination for RV Campers in the Pacific North West.**

- **Communications**

  - Create awareness of British Columbia as an RV Camping destination.

  - Create awareness of the range and quality of facilities, services and products available for RV Campers in British Columbia.

  - Create awareness of the diversity of holiday/vacation experiences available to RV Campers who come to British Columbia.

  - Create an attitude among the target groups that Super Natural British Columbia is particularly well suited to those who enjoy RV Camping.

- **Target Group**

  - "New" user versus existing/repeat customers.

  Note: The first group requires broad exposure and the identification of "new" potential customers; the second is more tailored to local activity and direct appeal to the traffic already in a specific region.

  - Demographic target groups based on families (adults with children under 13), adults with no children (18-54) and adults 55+.

  - Major geographic market is British Columbia, with secondary emphasis on Alberta with some further consideration of the Pacific North West and California (tied in with broader Tourism B.C. and Regional Tourism initiatives).

  - Further consideration in the development of a communications strategy must be given to the issue of primary business building - eg. attracting RV users to British Columbia and/or creating a "brand" choice among RV campers already in the province.

- **Consumer End Benefit**

  In the broad sense, the consumer end benefit is best reflected by - "B.C. offers more choices and more great ways to enjoy RV camping". Adapting this Communications Strategy to an individual campground requires identification of the consumer end benefit. The end benefit should reflect the specific reasons why one individual campground is the best local choice for RV campers.

  The consumer end benefit, as prepared by the local campground should answer the question "Why should I stay at XYZ campground rather than any of the other local alternatives?"

- **Rationale**

  The identification of consumer end benefits in an umbrella communication strategy will be strengthened if its content complements the broad Tourism British Columbia tourism marketing program and/or specific individual regional tourism initiatives. The umbrella strategy should be augmented by additional information that emphasizes the range of choices available to RV Campers in British Columbia. This could include, for example the number of different types of sites, the broad availability of all types of urban and non urban camping experiences and the quality of British Columbia's RV Campgrounds.

  The basic thrust of the message is - come to British Columbia to enjoy a better RV Camping holiday, once you're here you can enjoy the best RV camping holiday experiences in the Pacific North West. The rationale for individual site programs will be directly related to the facilities, services and product available at individual campgrounds.

- **Personality**

  The personality/tone of RV campground marketing communication could best be described by the use of adjectives such as outdoors, friendly, clean, happy, safe, peaceful.

  It is also important to note that both the umbrella communications, and the individual campground support material, may require adaptation to reflect the different needs of individual target groups such as peacefulness and solitude versus togetherness, and the spirit of community.

  Of necessity, these two elements will also have to be adapted on the basis of location - i.e. urban versus non urban settings, destination resorts versus destination area facilities etc.

F. MARKETING COMMUNICATIONS VEHICLES

- **Advertising**

  At this stage it is unrealistic to suggest either television or radio advertising because of costs and because these media are not sufficiently targeted for the purposes of B.C. RV campgrounds.

  RV campground operators and/or the Association should encourage the creation of a "generic" print ad which could be used by the B.C. Ministry of Tourism in its general advertising campaigns. Similarly, this ad promoting the "RV camping experience in British Columbia" could be used in any regional advertising campaign, appropriate Trade or Special interest publications and, suitably adapted, could serve as the basis for a poster.

  The BCMCRA should actively pursue financial support from government (federal and provincial) to reprint the highly successful Super Camping publication. This directory, produced in 1989, was widely distributed and very well received by RVers.

  The effectiveness of directories as a source of information was noted earlier. Individual campgrounds should seriously consider placing advertisements in these publications to ensure their property stands out from the competition. The key directories are Super Camping, Woodalls, Trailer Life and Allstate Motor Club (formerly Rand McNally).

- **Media/Public Relations**

  It is possible to generate considerable favourable publicity in both RV trade magazines and in tourism related publications by inviting and hosting appropriate journalists to visit B.C. as guests of RV campground operators. In addition, the operators should ensure that any trade magazine or accommodation guides (such as Woodalls') which publish an update or listing of campground accommodations, is furnished with detailed, directly specific information about all those facilities in B.C.

  Also, the BCMCRA could establish a cooperative relationship with RV clubs in Canada and the USA (Pacific North West and California), initially by means of inviting them to visit B.C. and then by assisting in organizing their trip to the province.

  There should also be some opportunities, within a PR program, for cross-promotional activities with prominent B.C. destination attractions (like Fort Steele and Barkerville etc.), activities (eg. salmon and fresh water fishing) and cities'/ towns' regional associations (eg. Okanagan, Vancouver Island etc.).

- **Marketing/Advertising Media**

  There are a number of essential marketing tools, both generic and individual, which could be enlisted to generate enquiries and to fulfill requests for information.

  These include:

  - A specific, generic graphic/logo for use as a signature to tie RV Campgrounds materials together and to identify RV Campground Association members.

  - A generic industry poster which can be used by the Regions at trade shows or InfoCentres etc.

  - An audio/visual slideshow of the RV experience in B.C. for exhibition at trade/industry shows locally or out of province etc.

  - Each operator should attempt to have his/her own brochure available for mailouts and to serve as particular fulfillment pieces and to support the broader business building activities of the regions.

  - Individual operators should correspond with their customers in view of the importance of repeat business and direct mail referrals. (These letters should be "personalized" and reflect the individual character of the campground and its operator.)

  - The B.C. Accommodation Guide if possible should have a symbol or logo to highlight B.C.'s RV campgrounds.